STRATEGIC PLAN

DECEMBER 2000

Wascana Centre Authority

101-03923/

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The Strategic Plan was approved by Wascana Centre Authority at its December 21, 2000 meeting.

ACKNOWLEDGMENT

Wascana Centre Authority would like to acknowledge the following for their participation, hardwork and efforts in the development of this strategic plan.

Wascana Centre Authority Members

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City of Regina

Mr. Bland Brown

SGEU/WCA Representative

Mr. Carl Veistrup

Wascana Centre Authority Staff

Mr. Blair Paterson
Mr. Ken Dockham
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MANDATE

Wascana Centre is an area of land including Wascana Lake in the City of Regina devoted to the development of the seat of Government, the enlargement of educational, research and development opportunities, the advancement of the cultural arts, the improvement of recreational facilities and the conservation of the environment for the benefit of all Saskatchewan people.

VISION

Wascana Centre will be a place of beauty that generates pride in the capital of Saskatchewan. The Centre will serve the people of the province by providing them with educational, cultural, recreational and environmental opportunities.

VALUES

Wascana Centre Authority equally values:

- Province-wide public support of its vision;
- The importance of providing a place of beauty for the enjoyment of all people who utilize our facilities and programs;
- The ongoing sustainable development of the Centre;
- Creativity and innovation in the development of the Centre and its programs;
- The strength of the partnership between the Province of Saskatchewan, the City of Regina and the University of Regina;
- Our employees and supports them in achieving their personal goals and those of the Centre;
- Fiscal and program responsibility and accountability.

ISSUES AND OPPORTUNITIES

	ISSUES/THREATS	STRENGTHS/OPPORTUNITIES
Programming/ Public Relations	Public education programs;	Centre is utilized & enjoyed by many;
	Recognition and promotion provincially of the seat of government and the capital city;	Relationship with other capital cities;
	Public profile - locally, provincially, nationally;	Tourism opportunities;
	Private sector and community partnerships;	Relationships with community;
	Innovation and creativity;	Changing demographics (aging population, aboriginal and youth);
	Image as "just another urban park";	
	Support to volunteers/ programs;	
Infrastructure/ Facilities		Master Plan process;
	Deteriorating condition of lake;	Presence of a lake;
	Declining standards of maintenance;	A place of beauty;
	Aging equipment;	
	Aging infrastructure;	
	Need for tree replacement;	Existence of a tree nursery;
	Centre significantly developed;	Centre developed; Lots of space; Opportunities for growth in knowledge corridor, Wascana East and in expanding boundaries;
	Inadequate infrastructure to support programs;	Temporary infrastructure available.

	ISSUES/THREATS	STRENGTHS/ OPPORTUNITIES
Financial Health	Declining funding;	No accumulated deficit;
	Need for significant increase in funding to deal with infrastructure;	
	Inadequate funds to do programming;	Volunteer support for programs;
	Urban Park Review;	Urban Park Review;
Human Resources	Staff to do marketing and public relations;	
	Staff to support programming and facility maintenance;	Assistance of partners and Board;
	Aging workforce, morale and uncertainty about direction;	Dedicated and loyal staff;
	Organization structure	
Governance	Differing views between partners on various functions;	Goodwill between partners;
	Role of Board and Administration;	Willingness to consider change in roles;
	Policing;	
	Relationships with third parties;	Ability to establish new relationships with old and new third parties;
	"Just another government agency".	

STRATEGIC OBJECTIVES AND ACTION PLAN

PROGRAMMING/PUBLIC RELATIONS

Note: Implementing action plans to achieve the strategic objective related to Programming/Public Relations are fundamental to achieving the Vision for the Centre.

Challenge

To facilitate programming that meets the needs of all Saskatchewan citizens.

Strategic Objective

Citizens of the province and visitors believe that the Centre exceeds their expectations.

Action Plan

- Develop a plan to promote Wascana Centre as a Capital Commission
- Seek guidance of other capital cities on opportunities for support;
- Assess existing activities (WCA's plus those we facilitate);
- Determine the role of the Centre in various programming activities - i.e., direct involvement or as facilitator;
- Assess new programming opportunities geared towards visitors to the City;
- Market the Centre and events within the Centre, both internally and externally;
- Assess new programming opportunities geared towards older citizens, aboriginal people and youth;
- Assess the possibilities of programs in all areas of the Centre;
- Carry out public relations initiatives to generate enthusiasm about the Centre as the seat of government and a resource for the entire province;
- Develop new partnerships with the private sector and with community groups;
- Facilitate activities in the Centre and cooperate with the volunteers who organize these activities;
- Involve the tenants of the Centre in programming activities;
- Assess the opportunities for self-guided tours of the Centre;

INFRASTRUCTURE/FACILITIES

Challenge

To provide adequate facilities for current and future users of the Centre;

Strategic Objective

Saskatchewan citizens and visitors from outside the province are excited about the beauty of the Centre and its amenities;

Action Plan

- Continue the Master Plan process;
- Provide infrastructure and facilities to support programs/events;
- Obtain a commitment from federal and provincial governments and the City to proceed with the deepening of the lake;
- Continuation of the tree nursery; implement a replacement program for aging trees;
- Consider inclusion of new lands in the Centre;
- Consider new facilities to be provided by partners
- Develop a consistent visual identity for the Centre;

FINANCIAL HEALTH

Challenge

To obtain sufficient funding to meet maintenance, development and program requirements.

Strategic Objective

Funding from partners and other sources is adequate to achieve the vision of the Authority while maintaining financial integrity.

Action Plan

- Assess what activities should be done by the participating parties and what should be done by the Authority, and at what costs;
- Assess the use of the Centre's available funding to ensure the best use of available resources;
- Obtain funding commitment from provincial government as a result of Urban Parks Review;
- Obtain funding from federal, provincial and civic governments to deepen lake;
- Obtain funding to support programming and public relations activities;
- Look for other sources of revenue;
- Maintain balanced budget;

HUMAN RESOURCES

Challenge

To have a dedicated and qualified workforce that is committed to the vision of the Authority.

Strategic Objective

Employees believe the Centre meets their career objectives and are enthusiastic about their role in achieving the vision of the Centre.

Action Plan

- Develop organization structure to meet vision and strategic objectives;
- Implement a managed early retirement program to provide flexibility in meeting objectives;
- Assess staff requirements to meet program needs;
- Ensure continuity of knowledge as staffing changes occur;
- Develop succession plan for the Centre;
- Provide regular briefings to staff about direction of Centre and action plans;
- Provide training to staff to meet Centre and employee needs;
- Review employee benefit programs to ensure they support a motivated workforce;
- Ensure a representative workforce;
- Finalize policing arrangements;

GOVERNANCE

Challenge

To ensure that the Administration, the partners and third parties are working together to support the Authority's vision.

Strategic Objective

The partners in the Centre and third parties are committed to the Centre.

Action Plan

- Pursue the establishment of Wascana Centre as a Capital Commission;
- Obtain a commitment to the partnership from the Province, City and University;
- Establish formal partnerships with third parties (i.e., SIAST, CNIB, CBC, SIFC, etc.
- Provide training to the Authority on governance principles;
- Develop an accountability mechanism for the Authority.